



Assessor

2009 City of Minneapolis Employee Engagement Survey

Survey Administered: September 2009

KeneXa

Confidential - Prepared by Kenexa

2009 City of Minneapolis Employee Engagement Survey

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Response Summary

Report Grouping	Headcount	Surveys Completed	Response Rate
City Overall	4,002	2,436	61%
Assessor	35	36	103%

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Understanding Your Report

Overview

Survey Goals

The 2009 employee engagement survey has three simple goals:

1. Provide each employee an opportunity to share thoughts on what is working well and where there are opportunities for improvement at the City.
2. Develop effective action plans that respond to department-specific and Citywide employee engagement issues.
3. Institutionalize lasting change to our work environment that makes the City a great place to work, and supports the achievement of our organizational goals.

We are pleased that we had such success in achieving our first goal; however, our work has just begun. Findings from this report and each of the department reports will pave the path for achieving goal number two. Finally, only through the work of all of us will we be able to achieve our third goal, which is lasting change.

Recognition

Thank you to everyone who completed the survey. The development and administration of the survey was done by the following employees multi-department team:

Mayor R.T. Rybak	Council President Barbara Johnson	Steven Bosacker, City Coordinator
Pamela French, HR Director	Chuck Bernardy, HR & 2009 Survey Co-Chair	Lea Bittner-Eddy, HR & 2009 Survey Co-Chair
Dana Beasley, Assessor's Office	Krista Bergert, CPED	Mike Bloom, City Attorney's Office
Katharine Bonneson, Convention Center	Lisa Cerney, Public Works	Ed Daley, CPED
Trina Chernos, City Attorney's Office	Linda Denson, Convention Center	Monica Diaz, Civil Rights
Tom Donohoe, 911	Lalonne Ericson-Baker, Finance	Sergeant Jesse Garcia, Police
Robin Harris, Public Works	Janna Hottinger, Mayor's Office	Captain Jenny Kawaters, Fire
Dawn Misencik, 311	Gopal Narayan, Health & Family Support	Lori Olson, Regulatory Services
Mark Paulsen, BIS	Alisha Raglund, Health & Family Support	LaVae Robinson, 911
Lynn Schwartz, Communications	Jennifer Smith, Public Works	Jay Stroebe, City Coordinator's Office
Beth Toal, HR	Rachel Usher, HR Intern Extraordinaire	Maryam Williams, 911
Susan Young, Public Works	Doreen Caruth, Kenexa	Dr. Nancy Delay, Kenexa
Vanessa Ostlund, Kenexa		

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What's Next

For the 2009 employee survey, the City used the survey research firm Kenexa to provide expertise in developing and administering the survey. In terms of next steps, Kenexa will also provide support to City leadership and departments as they interpret the results, identify key priorities and create action plans that engage employees and address the survey findings.

This report represents the first step in making lasting improvements to the City of Minneapolis as a workplace. In partnership with our Kenexa Consultant, Department Heads will identify one or two priorities across the City, based on the survey results. All departments are encouraged to develop employee survey response teams to address these Citywide priorities and any department opportunities for improvement identified in the department-specific reports.

The City Coordinator's Office and the Department of Human Resources will assist and monitor department efforts and help develop any necessary enterprise-wide actions to address the survey response priorities. Department "Survey Champions" will also have access to online tools (Kenexa Survey Scorecard) to assist them in action planning and tracking progress.

Thank you for your commitment to the next steps in this important work!

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Understanding Your Report

Before you can share survey results with others in your organization, it is essential to understand the data yourself. This report presents results for your organization and is arranged into several key sections:

Sections within Your Report

Engagement Summary

Engagement is a combination of perceptions that have a positive impact on behavior. These perceptions include satisfaction, commitment, pride, loyalty, a strong sense of personal responsibility, and a willingness to be an advocate for the organization.

Engagement Priority Items

This section of the report displays the Engagement Index results and the top priorities for engagement. The Engagement Index is a subset of survey items specifically designed to measure the engagement of respondents. The engagement priority items, listed in rank order of importance, identify the issues that are most likely to influence engagement in your work population.

The engagement priority items have been determined using a Pearson correlation analysis technique. This analysis utilizes your survey data to determine how closely specific attitudes/opinions, measured by your survey items, are related to the engagement of your work population. These priorities can have a significant influence on engagement, and should be a focus for action planning. An improvement in the priority item scores will have the greatest impact on engagement.

A minimum of 30 valid responses is required to perform the analysis. If your workgroup had fewer than 30 valid responses, you will see the priority items for a higher level in the organization, which is noted above the priority items.

Performance Excellence Summary

Performance Excellence focuses on critical areas leading to an organization's success such as customer focus and an emphasis on quality. These are things that support employees' ability to get the work done.

Most Favorable / Most Unfavorable Summary

This section reflects your team's highest and lowest scoring items. Specifically, the Most Favorable items represent those with the highest Percent Favorable and the Most Unfavorable items represent those with the highest Percent Unfavorable scores.

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Understanding Your Report

Theme Summary

To facilitate interpretation, your survey items are grouped into topic areas, or themes. These results are provided to give an overall representation for items with a similar focus.

Item Summary

This section uses a combination of bar charts and tables to display results and comparative data for all of your survey items, which are grouped by theme.

What to look for...

When comparing your results to those of other groups or to previous survey results, use the following guidelines to determine whether differences are meaningful.

If number of respondents in smallest unit compared is ...	Look for differences in Percent Favorable of...
100 or more	5% or more
50 to 99	10% or more
Less than 50	15% or more

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Understanding Your Report

Sample Results

Report Grouping	Valid Returns						2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
		Percent Favorable		Percent Neutral		Percent Unfavorable					
City Overall	500	28		38		16 10 8	66%	64%	75%	89%	S
Department	100	8	15	30	27	20	23%	30%	75%	89%	O
Division	3						--	--	--	--	--

Bar Chart

To facilitate the interpretation of results, responses are grouped into three categories:

Percent Favorable - Top two most favorable responses (i.e. Strongly Agree & Agree)

Percent Neutral - Neither favorable nor unfavorable response (i.e. Neither Agree nor Disagree)

Percent Unfavorable - Bottom two least favorable responses (i.e. Strongly Disagree & Disagree)

2009 % Fav

The percentage of respondents who selected the most positive responses, typically the top two.

2009 % Unfav

The percentage of respondents who selected the most negative responses, typically the bottom two.

2006 % Fav

The percentage of respondents who selected the most positive responses, typically the top two. These values, if present, are reported from the previous survey administration.

City's Most Engaged Units

In order to calculate the "Most Engaged Units" we rank the work units within the City by their Employee Engagement scores; then, we select the top 20%. These groups make up the "Most Engaged Units" and become your internal benchmark. Scores for each question on the survey are then calculated for this group and offered for comparison purpose.

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Gov't Work Trend

This column compares your results to WorkTrends™, which is a normative database of employee opinions collected regularly by Kenexa Research Institute (KRI) from a nationwide survey of 10,000 workers. This representative sample of the workforce is drawn to match the latest U.S. census statistics with regard to key demographics. The Government Work Trend Norm contains responses from individuals who report they work for a government agency.

S/O (Strengths / Opportunities)

An “S” or an “O” in this column identifies items that are possible Strengths or Opportunities for improvement scores. The guidelines below were used to determine which items represent strengths and which are opportunities for your organization. If your results don’t meet either of the criteria, consider them “midrange” results.

	Percent Favorable	Percent Unfavorable
Strengths	65% or more	20% or less
Opportunities for Improvement	50% or less	20% or more

These guidelines should be used in interpreting all of the theme and item results contained in this report.

Insufficient Data to Report

Double dashes (--) are displayed for a report group when the number of responses for the item or theme being reported did not meet the minimum requirement of 10 responses for reporting, or when scores are not available for an item or them.

Engagement Summary

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Most Favorable/Most Unfavorable Summary

Most Favorable Items	2009 % Fav	2009 % Unfav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend
Assessor					
64. It is important to me to have alternative work arrangements available (i.e. flexible work hours, working remotely or from home, working 4 x 10 hour days instead of 5 x 8 hours, etc.).	92%	6%	--	75%	--
44. I understand my total compensation (i.e. pay and benefits) package.	92%	6%	--	88%	--
56. I receive the training I need to perform my current job effectively.	92%	8%	74%	74%	68%
59. My immediate supervisor supports my ongoing learning and development.	89%	8%	78%	75%	--
65. As a City employee, it matters very much to me what Elected Officials think about the work that we do.	86%	6%	50%	78%	--
42. The employee benefit plans offered by the City meet my needs.	81%	6%	63%	74%	--
49. I had a performance appraisal in the past 12 months.	78%	17%	--	72%	--
58. I am satisfied with the learning and development offerings provided by the City.	78%	11%	--	67%	--
28. I believe part of my job responsibility is to take the initiative to improve City services.	75%	3%	69%	85%	--
13. I have a positive relationship with the communities we serve.	75%	3%	--	81%	--
Most Unfavorable Items	2009 % Fav	2009 % Unfav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend
Assessor					
62. Where I work, we have enough people to get the work done.	17%	67%	17%	57%	49%
53. Where I work, employees are recognized for delivering outstanding customer service.	36%	44%	--	62%	52%
2. My Department Leadership demonstrates that employees are important to the success of the City.	53%	36%	51%	73%	49%
4. I have confidence in the future of my department.	39%	33%	67%	71%	66%
52. I regularly receive appropriate recognition when I do a good job.	44%	33%	--	58%	--
50. I am satisfied with the recognition I get for the work I do.	50%	33%	47%	64%	48%
3. My Department Leadership has the ability to deal with the challenges we face.	53%	31%	46%	76%	50%
63. I have access to the resources (e.g. materials, equipment, technology) I need to do my job effectively.	58%	31%	78%	74%	70%
8. I am well informed about relevant departmental issues.	44%	28%	--	62%	--
29. I rarely think about looking for a new job with another organization. (If you are retiring within the next twelve months, or taking a leave of absence, please do not answer this question.)	44%	28%	42%	62%	61%

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Theme Summary

		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>							
		Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity		
Department Leadership											
City Overall		15	35	20	17	13	50%	33%	73%	48%	O
Assessor		17	37	16	17	14	54%	51%	73%	48%	
City Overall											
City Overall		12	30	25	17	16	42%	44%	62%	55%	O
Assessor		11	33	32	10	13	44%	55%	62%	55%	O
Communications											
City Overall		13	40	20	17	9	53%	56%	70%	--	
Assessor		13	44	22	15	7	56%	69%	70%	--	
Community Engagement											
City Overall		19	45	25	7		64%	--	76%	--	
Assessor		6	55	30		6	61%	--	76%	--	
Customer Service and Quality											
City Overall		18	39	23	12	7	58%	59%	73%	60%	
Assessor		10	48	22	10	9	58%	64%	73%	60%	
Performance Excellence Index											
City Overall		15	40	24	13	8	55%	56%	69%	60%	
Assessor		8	50	24	9	8	59%	58%	69%	60%	
Diversity and Inclusion											
City Overall		21	44	24	6		65%	61%	74%	--	S
Assessor		10	56	27			66%	65%	74%	--	S

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Theme Summary

		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity		
Employee Involvement											
City Overall		11	35	24	18	13	46%	42%	62%	--	O
Assessor		9	50	26	6	9	59%	55%	62%	--	
Engagement											
City Overall		22	36	22	12	8	57%	63%	73%	64%	
Assessor		12	46	27	9	6	58%	51%	73%	64%	
Ethics											
City Overall		18	39	24	10	9	56%	55%	68%	--	
Assessor		9	53	22	7	8	63%	62%	68%	--	
Immediate Supervisor											
City Overall		29	39	15	9	8	68%	64%	74%	--	S
Assessor		26	44	11	12	7	70%	67%	74%	--	S
Pay and Benefits											
City Overall		17	49	16	12	7	65%	42%	74%	--	S
Assessor		14	65	12	7		79%	39%	74%	--	S
Senior Management											
City Overall		13	42	29	10	7	54%	--	69%	64%	
Assessor		6	64	28			69%	--	69%	64%	S
Performance Feedback											
City Overall		22	44	16	10	8	66%	59%	72%	--	S
Assessor		17	52	12	11	8	69%	64%	72%	--	S

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Theme Summary

		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Recognition									
City Overall		<div><div>12</div><div>35</div><div>24</div><div>17</div><div>12</div></div>			47%	42%	63%	--	O
Assessor		<div><div>38</div><div>24</div><div>19</div><div>14</div></div>			42%	47%	63%	--	O
Work Environment									
City Overall		<div><div>21</div><div>42</div><div>18</div><div>11</div><div>8</div></div>			63%	53%	72%	68%	
Assessor		<div><div>7</div><div>56</div><div>24</div><div>10</div><div></div></div>			63%	60%	72%	68%	
Training and Development									
City Overall		<div><div>13</div><div>39</div><div>24</div><div>13</div><div>11</div></div>			52%	55%	65%	--	
Assessor		<div><div>16</div><div>62</div><div>11</div><div>6</div><div>6</div></div>			78%	64%	65%	--	S
Work Support									
City Overall		<div><div>16</div><div>43</div><div>16</div><div>16</div><div>9</div></div>			59%	58%	71%	62%	
Assessor		<div><div>5</div><div>41</div><div>15</div><div>25</div><div>15</div></div>			45%	47%	71%	62%	O
Work-Life Balance									
City Overall		<div><div>41</div><div>30</div><div>19</div><div>6</div><div></div></div>			71%	--	75%	--	S
Assessor		<div><div>67</div><div>25</div><div></div><div></div><div></div></div>			92%	--	75%	--	S
Elected Officials									
City Overall		<div><div>33</div><div>38</div><div>15</div><div>7</div><div>7</div></div>			72%	67%	78%	--	S
Assessor		<div><div>31</div><div>56</div><div>8</div><div></div><div></div></div>			86%	50%	78%	--	S

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Item Summary

☐ Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Department Leadership									
City Overall		15 35	20	17 13	50%	33%	73%	48%	O
Assessor		17 37	16	17 14	54%	51%	73%	48%	
1. My Department Leadership gives employees a clear picture of the direction that the City is headed.									
City Overall	2,426	13 35	21	19 12	48%	31%	70%	46%	O
Assessor	36	14 42	19	19 6	56%	57%	70%	46%	
3. My Department Leadership has the ability to deal with the challenges we face.									
City Overall	2,428	16 35	21	14 14	51%	36%	76%	50%	
Assessor	36	22 31	17	8 22	53%	46%	76%	50%	
2. My Department Leadership demonstrates that employees are important to the success of the City.									
City Overall	2,430	15 35	17	17 15	51%	32%	73%	49%	
Assessor	36	14 39	11	22 14	53%	51%	73%	49%	
City Overall									
City Overall		12 30	25	17 16	42%	44%	62%	55%	O
Assessor		11 33	32	10 13	44%	55%	62%	55%	O
5. City Leadership shows concern for the well-being and morale of employees.									
City Overall	2,423	9 27	21	21 22	36%	31%	56%	45%	O
Assessor	36	8 44	28	6 14	53%	60%	56%	45%	

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Item Summary

☐ Indicates Priority Item for Your Group


	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
City Overall									
6. <input type="checkbox"/> There is a promising future for me at the City.									
City Overall	2,426	<div><div>11</div><div>32</div></div>	33	<div><div>14</div><div>10</div></div>	43%	47%	60%	54%	O
Assessor	36	<div><div>11</div><div>31</div></div>	42	<div><div>11</div><div>6</div></div>	42%	39%	60%	54%	
4. <input type="checkbox"/> I have confidence in the future of my department.									
City Overall	2,430	<div><div>16</div><div>30</div></div>	22	<div><div>16</div><div>16</div></div>	46%	53%	71%	66%	O
Assessor	36	<div><div>14</div><div>25</div></div>	28	<div><div>14</div><div>19</div></div>	39%	67%	71%	66%	O
Communications									
City Overall		<div><div>13</div><div>40</div></div>	20	<div><div>17</div><div>9</div></div>	53%	56%	70%	--	
Assessor		<div><div>13</div><div>44</div></div>	22	<div><div>15</div><div>7</div></div>	56%	69%	70%	--	
9. I understand how my work fits into the goals of the City.									
City Overall	2,426	<div><div>18</div><div>46</div></div>	19	<div><div>10</div><div>7</div></div>	64%	--	80%	85%	
Assessor	36	<div><div>14</div><div>61</div></div>	11	<div><div>11</div><div></div></div>	75%	--	80%	85%	S
10. I can easily access the information I need to do my job.									
City Overall	2,425	<div><div>15</div><div>49</div></div>	18	<div><div>12</div><div>6</div></div>	64%	67%	74%	66%	
Assessor	36	<div><div>14</div><div>42</div></div>	22	<div><div>14</div><div>8</div></div>	56%	78%	74%	66%	
7. <input type="checkbox"/> Where I work, we are told of upcoming changes in time to prepare for them.									
City Overall	2,431	<div><div>10</div><div>32</div></div>	21	<div><div>23</div><div>13</div></div>	42%	45%	63%	--	O
Assessor	36	<div><div>14</div><div>36</div></div>	28	<div><div>17</div><div>6</div></div>	50%	61%	63%	--	O

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Item Summary

 Indicates Priority Item for Your Group

	Valid Returns	 		 	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Communications									
8. I am well informed about relevant departmental issues.									
City Overall	2,427				42%	--	62%	--	O
Assessor	36				44%	--	62%	--	O
Community Engagement									
City Overall					64%	--	76%	--	
Assessor					61%	--	76%	--	
13. I have a positive relationship with the communities we serve.									
City Overall	2,427				75%	--	81%	--	S
Assessor	36				75%	--	81%	--	S
11. My department has a positive relationship with the communities we serve.									
City Overall	2,428				58%	--	73%	--	
Assessor	36				56%	--	73%	--	
12. My department is actively working to strengthen its relationship with the communities we serve.									
City Overall	2,428				59%	--	74%	--	
Assessor	36				53%	--	74%	--	
Customer Service and Quality									
City Overall					58%	59%	73%	60%	
Assessor					58%	64%	73%	60%	

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Item Summary

☐ Indicates Priority Item for Your Group

	Valid Returns	<div><div></div><div></div><div></div></div> Percent Favorable	<div><div></div><div></div><div></div></div> Percent Neutral	<div><div></div><div></div><div></div></div> Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Customer Service and Quality									
18. Where I work, employees are getting the training and development needed to keep up with customer demands.									
City Overall	2,425	<div><div>12</div><div>35</div><div></div></div>	<div><div>25</div><div></div><div></div></div>	<div><div>17</div><div>10</div><div>5</div></div>	48%	--	63%	61%	O
Assessor	35	<div><div>14</div><div>51</div><div></div></div>	<div><div>23</div><div></div><div></div></div>	<div><div>9</div><div></div><div></div></div>	66%	--	63%	61%	S
14. Where I work, we are continually improving the quality of our services.									
City Overall	2,428	<div><div>22</div><div>43</div><div></div></div>	<div><div>18</div><div></div><div></div></div>	<div><div>10</div><div>6</div><div></div></div>	65%	53%	79%	57%	S
Assessor	36	<div><div>17</div><div>47</div><div></div></div>	<div><div>17</div><div></div><div></div></div>	<div><div>11</div><div>8</div><div></div></div>	64%	47%	79%	57%	
19. Customer problems get corrected quickly.									
City Overall	2,422	<div><div>16</div><div>41</div><div></div></div>	<div><div>28</div><div></div><div></div></div>	<div><div>10</div><div>5</div><div></div></div>	57%	56%	74%	58%	
Assessor	35	<div><div>9</div><div>54</div><div></div></div>	<div><div>29</div><div></div><div></div></div>	<div><div>9</div><div></div><div></div></div>	63%	75%	74%	58%	
45. Where I work, we set clear performance standards for product/service quality.									
City Overall	2,424	<div><div>14</div><div>43</div><div></div></div>	<div><div>23</div><div></div><div></div></div>	<div><div>13</div><div>7</div><div></div></div>	56%	--	69%	69%	
Assessor	36	<div><div>6</div><div>50</div><div></div></div>	<div><div>22</div><div></div><div></div></div>	<div><div>11</div><div>11</div><div></div></div>	56%	--	69%	69%	
16. There is a strong emphasis on customer service in my department.									
City Overall	2,425	<div><div>26</div><div>41</div><div></div></div>	<div><div>19</div><div></div><div></div></div>	<div><div>9</div><div>5</div><div></div></div>	67%	68%	81%	68%	S
Assessor	35	<div><div>11</div><div>43</div><div></div></div>	<div><div>23</div><div></div><div></div></div>	<div><div>14</div><div>9</div><div></div></div>	54%	71%	81%	68%	
17. Where I work, day-to-day decisions demonstrate that providing quality service is a top priority.									
City Overall	2,424	<div><div>21</div><div>38</div><div></div></div>	<div><div>21</div><div></div><div></div></div>	<div><div>12</div><div>7</div><div></div></div>	60%	58%	77%	53%	
Assessor	35	<div><div>9</div><div>46</div><div></div></div>	<div><div>23</div><div></div><div></div></div>	<div><div>9</div><div>14</div><div></div></div>	54%	64%	77%	53%	

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Item Summary

☐ Indicates Priority Item for Your Group

	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Customer Service and Quality									
15. Where I work, customer feedback is used to improve our work processes.									
City Overall	2,427	16 35	26	14 8	51%	--	70%	53%	
Assessor	36	8 44	19	14 14	53%	--	70%	53%	
Diversity and Inclusion									
City Overall		21 44	24	6	65%	61%	74%	--	S
Assessor		10 56	27		66%	65%	74%	--	S
22. City Leadership demonstrates commitment to diversity.									
City Overall	2,425	22 47	23	5	68%	61%	77%	68%	S
Assessor	36	11 61	22		72%	71%	77%	68%	S
23. <input type="checkbox"/> The City values diversity in gender, race, disability, and thought.									
City Overall	2,425	20 45	23	7 5	65%	--	75%	--	S
Assessor	36	11 58	19	6 6	69%	--	75%	--	S
21. The City makes it easy for people from diverse backgrounds to fit in and be accepted.									
City Overall	2,426	19 44	27	6	63%	60%	69%	74%	
Assessor	36	11 56	31		67%	64%	69%	74%	S
20. My department has a strong track record of hiring people from diverse backgrounds.									
City Overall	2,422	24 39	25	7 5	63%	62%	73%	75%	
Assessor	35	9 49	34	6	57%	61%	73%	75%	

2009 City of Minneapolis Employee Engagement Survey

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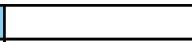
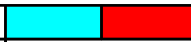


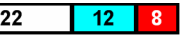





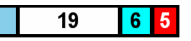


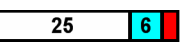


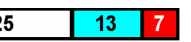





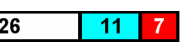







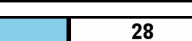
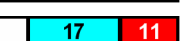





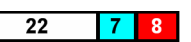
	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Employee Involvement									
City Overall		<div><div>11</div><div>35</div><div>24</div><div>18</div><div>13</div></div>			46%	42%	62%	--	O
Assessor		<div><div>9</div><div>50</div><div>26</div><div>6</div><div>9</div></div>			59%	55%	62%	--	
28. I believe part of my job responsibility is to take the initiative to improve City services.									
City Overall	2,428	<div><div>25</div><div>48</div><div>16</div><div>6</div><div>5</div></div>			74%	76%	85%	--	S
Assessor	36	<div><div>22</div><div>53</div><div>22</div><div></div><div></div></div>			75%	69%	85%	--	S
24. Sufficient effort is made to get the opinions and thinking of people who work at the City.									
City Overall	2,421	<div><div>7</div><div>31</div><div>25</div><div>21</div><div>15</div></div>			38%	32%	55%	47%	O
Assessor	36	<div><div></div><div>64</div><div>25</div><div></div><div>8</div></div>			64%	50%	55%	47%	
26. City employees are encouraged to be innovative, that is, to develop new and better ways of doing things.									
City Overall	2,427	<div><div>9</div><div>36</div><div>24</div><div>19</div><div>12</div></div>			45%	36%	61%	51%	O
Assessor	36	<div><div>11</div><div>50</div><div>25</div><div>6</div><div>8</div></div>			61%	53%	61%	51%	
25. When employees have good ideas, management makes use of them.									
City Overall	2,426	<div><div>6</div><div>26</div><div>28</div><div>22</div><div>18</div></div>			32%	31%	51%	47%	O
Assessor	36	<div><div></div><div>50</div><div>25</div><div>14</div><div>11</div></div>			50%	50%	51%	47%	O
27. City employees are encouraged to participate in making decisions that affect their work.									
City Overall	2,428	<div><div>8</div><div>33</div><div>25</div><div>21</div><div>13</div></div>			41%	36%	58%	52%	O
Assessor	36	<div><div>11</div><div>33</div><div>33</div><div>6</div><div>17</div></div>			44%	51%	58%	52%	O

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	Valid Returns				2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Engagement									
City Overall					57%	63%	73%	64%	
Assessor					58%	51%	73%	64%	
30. I am proud to work for the City.									
City Overall	2,428				70%	63%	84%	67%	S
Assessor	36				67%	61%	84%	67%	S
32. Overall, I am extremely satisfied with the City as a place to work.									
City Overall	2,428				55%	68%	73%	64%	
Assessor	36				61%	50%	73%	64%	
31. I would recommend the City as a great place to work.									
City Overall	2,430				55%	--	72%	65%	
Assessor	36				58%	--	72%	65%	
29. I rarely think about looking for a new job with another organization. (If you are retiring within the next twelve months, or taking a leave of absence, please do not answer this question.)									
City Overall	2,357				49%	60%	62%	61%	O
Assessor	36				44%	42%	62%	61%	O
Ethics									
City Overall					56%	55%	68%	--	
Assessor					63%	62%	68%	--	

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	Valid Returns	<div><div></div><div>Percent Favorable</div></div>	<div><div></div><div>Percent Neutral</div></div>	<div><div></div><div>Percent Unfavorable</div></div>	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Ethics									
34. The people I work with comply with the City's Ethics in Government Code.									
City Overall	2,425	<div><div>21</div><div>45</div><div>21</div><div>7</div><div>6</div></div>			66%	--	74%	--	S
Assessor	36	<div><div>8</div><div>67</div><div>14</div><div>6</div><div>6</div></div>			75%	--	74%	--	S
37. I would report suspected violations of the City's Ethics Code.									
City Overall	2,421	<div><div>22</div><div>44</div><div>24</div><div>6</div><div></div></div>			66%	67%	73%	--	S
Assessor	36	<div><div>11</div><div>61</div><div>22</div><div></div><div></div></div>			72%	69%	73%	--	S
35. City Leadership practices high standards of ethical conduct.									
City Overall	2,425	<div><div>13</div><div>32</div><div>30</div><div>13</div><div>13</div></div>			45%	39%	60%	62%	O
Assessor	36	<div><div>6</div><div>58</div><div>28</div><div></div><div>6</div></div>			64%	46%	60%	62%	
36. <div>My Department Leadership practices high standards of ethical conduct.</div>									
City Overall	2,422	<div><div>20</div><div>36</div><div>23</div><div>11</div><div>10</div></div>			56%	65%	74%	70%	
Assessor	36	<div><div>14</div><div>39</div><div>25</div><div>11</div><div>11</div></div>			53%	61%	74%	70%	
33. Where I work, ethical issues can be discussed without negative consequences.									
City Overall	2,426	<div><div>13</div><div>36</div><div>24</div><div>15</div><div>13</div></div>			48%	48%	60%	60%	O
Assessor	36	<div><div>8</div><div>42</div><div>22</div><div>14</div><div>14</div></div>			50%	72%	60%	60%	O
Immediate Supervisor									
City Overall		<div><div>29</div><div>39</div><div>15</div><div>9</div><div>8</div></div>			68%	64%	74%	--	S
Assessor		<div><div>26</div><div>44</div><div>11</div><div>12</div><div>7</div></div>			70%	67%	74%	--	S

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Assessor

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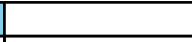




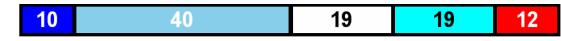









	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Immediate Supervisor									
41. My immediate supervisor clearly communicates what I am expected to do.									
City Overall	2,426	28	42	16 8 7	70%	66%	77%	--	S
Assessor	36	31	42	14 8 6	72%	67%	77%	--	S
40. My immediate supervisor treats employees fairly.									
City Overall	2,426	33	37	14 7 8	70%	69%	75%	68%	S
Assessor	36	25	44	17 8 6	69%	78%	75%	68%	S
38. My immediate supervisor does a good job at "managing the work," that is, making appropriate work assignments, setting priorities, scheduling, etc.									
City Overall	2,425	27	39	15 10 8	67%	60%	72%	60%	S
Assessor	36	25	44	11 11 8	69%	67%	72%	60%	S
39. My immediate supervisor does a good job at "people management," that is, dealing with the people who work for him/her.									
City Overall	2,425	28	37	13 11 10	65%	60%	71%	56%	
Assessor	36	25	44	19 8	69%	56%	71%	56%	
Pay and Benefits									
City Overall		17	49	16 12 7	65%	42%	74%	--	S
Assessor		14	65	12 7	79%	39%	74%	--	S
44. I understand my total compensation (i.e. pay and benefits) package.									
City Overall	2,425	24	57	11 5	82%	--	88%	--	S
Assessor	36	25	67	6	92%	--	88%	--	S

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	Valid Returns	 		 	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Pay and Benefits									
42. The employee benefit plans offered by the City meet my needs.									
City Overall	2,426				64%	48%	74%	--	
Assessor	36				81%	63%	74%	--	S
43. My pay is competitive compared to people doing similar jobs in other organizations.									
City Overall	2,422				50%	35%	61%	--	O
Assessor	36				64%	15%	61%	--	
Senior Management									
City Overall					54%	--	69%	64%	
Assessor					69%	--	69%	64%	S
46. City Leadership is committed to providing high quality products and services to external customers.									
City Overall	2,418				54%	--	69%	64%	
Assessor	36				69%	--	69%	64%	S
Performance Feedback									
City Overall					66%	59%	72%	--	S
Assessor					69%	64%	72%	--	S
49. I had a performance appraisal in the past 12 months.									
City Overall	2,412				69%	--	72%	--	
Assessor	36				78%	--	72%	--	S

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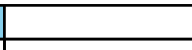


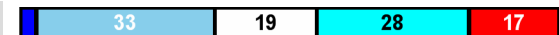









	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Performance Feedback									
47. My performance on the job is evaluated fairly.									
City Overall	2,420	17 48 20 8 7			65%	57%	74%	66%	S
Assessor	36	8 56 17 11 8			64%	64%	74%	66%	
48. My immediate supervisor gives me useful feedback on how well I'm doing my job.									
City Overall	2,421	21 42 19 10 7			63%	60%	70%	59%	
Assessor	36	14 50 14 11 11			64%	64%	70%	59%	
Recognition									
City Overall		12 35 24 17 12			47%	42%	63%	--	O
Assessor		38 24 19 14			42%	47%	63%	--	O
50. I am satisfied with the recognition I get for the work I do.									
City Overall	2,423	14 39 20 14 11			54%	42%	64%	48%	
Assessor	36	47 17 22 11			50%	47%	64%	48%	O
52. I regularly receive appropriate recognition when I do a good job.									
City Overall	2,426	11 33 26 19 12			43%	--	58%	--	O
Assessor	36	6 39 22 17 17			44%	--	58%	--	O
51. I feel valued as an employee of the City.									
City Overall	2,427	11 34 24 17 14			45%	--	66%	--	O
Assessor	36	6 33 39 11 11			39%	--	66%	--	O

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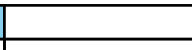





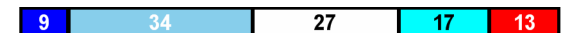

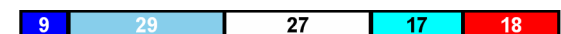





	Valid Returns				2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Recognition									
53. Where I work, employees are recognized for delivering outstanding customer service.									
City Overall	2,422				47%	--	62%	52%	O
Assessor	36				36%	--	62%	52%	O
Work Environment									
City Overall					63%	53%	72%	68%	
Assessor					63%	60%	72%	68%	
54. Safety in the workplace is a high priority.									
City Overall	2,426				69%	71%	76%	70%	S
Assessor	36				69%	--	76%	70%	S
55. I am satisfied with my overall physical work environment (e.g., ventilation, noise, lighting, space).									
City Overall	2,426				57%	49%	69%	66%	
Assessor	36				56%	60%	69%	66%	
Training and Development									
City Overall					52%	55%	65%	--	
Assessor					78%	64%	65%	--	S
56. I receive the training I need to perform my current job effectively.									
City Overall	2,426				62%	62%	74%	68%	
Assessor	36				92%	74%	74%	68%	S

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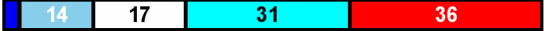








	Valid Returns				2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Training and Development									
59. My immediate supervisor supports my ongoing learning and development.									
City Overall	2,423				66%	68%	75%	--	S
Assessor	36				89%	78%	75%	--	S
58. I am satisfied with the learning and development offerings provided by the City.									
City Overall	2,425				52%	--	67%	--	
Assessor	36				78%	--	67%	--	S
57. I am satisfied at the opportunity for career development that the City provides.									
City Overall	2,423				43%	40%	57%	48%	O
Assessor	36				69%	42%	57%	48%	S
60. The process for selecting people for special assignments/projects is fair.									
City Overall	2,425				38%	35%	53%	--	O
Assessor	35				63%	--	53%	--	
Work Support									
City Overall					59%	58%	71%	62%	
Assessor					45%	47%	71%	62%	O
61. The people I work with cooperate to get the job done.									
City Overall	2,428				77%	74%	80%	67%	S
Assessor	36				61%	47%	80%	67%	

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	Valid Returns	Percent Favorable	Percent Neutral	Percent Unfavorable	2009 % Fav	2006 % Fav	City's Most Engaged Units	Gov't Work Trend	Strength/ Opportunity
Work Support									
63. I have access to the resources (e.g. materials, equipment, technology) I need to do my job effectively.									
City Overall	2,428				60%	67%	74%	70%	
Assessor	36				58%	78%	74%	70%	
62. Where I work, we have enough people to get the work done.									
City Overall	2,426				40%	32%	57%	49%	O
Assessor	36				17%	17%	57%	49%	O
Work-Life Balance									
City Overall					71%	--	75%	--	S
Assessor					92%	--	75%	--	S
64. It is important to me to have alternative work arrangements available (i.e. flexible work hours, working remotely or from home, working 4 x 10 hour days instead of 5 x 8 hours, etc.).									
City Overall	2,419				71%	--	75%	--	S
Assessor	36				92%	--	75%	--	S
Elected Officials									
City Overall					72%	67%	78%	--	S
Assessor					86%	50%	78%	--	S
65. As a City employee, it matters very much to me what Elected Officials think about the work that we do.									
City Overall	2,424				72%	67%	78%	--	S
Assessor	36				86%	50%	78%	--	S

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Assessor

About Kenexa

The employee survey research division of Kenexa was founded in 1994 and has experienced unprecedented growth and success over the last decade. Kenexa is now one of the world's largest providers of employee survey services. The company prides itself in combining the best that behavioral sciences and cutting edge technology bring to employee research.

Kenexa conducts employee survey projects designed to gather anonymous feedback that managers and leaders can use to earn trust, facilitate communication, monitor and respond to employee needs and create a work environment where employees can flourish and companies can prosper. Kenexa's Employee Engagement model has been utilized by some of the largest and most successful companies worldwide to monitor employee attitudes and improve the quality of the workplace.

Kenexa surveys millions of employees across hundreds of organizations of all sizes, representing virtually every industry. The company's base of operations is in the U. S. but research is conducted worldwide. Kenexa's client base includes nearly a third of the Fortune 500 and half of the Global 30. Individual clients range from small and mid-size organizations to companies employing hundreds of thousands living in up to 50 different countries and speaking up to 40 different languages.

The employees of Kenexa pride themselves in the commitment and professionalism they bring to the business of conducting employee research. This has resulted in unmatched reporting accuracy and leading edge analysis and consulting. Throughout Kenexa's history there has not been a single breach of confidentiality or the anonymity of an employee survey respondent.

To learn more about Kenexa, please visit <http://www.kenexa.com>